

# DELIVERABLE D 5.1

## Report on the methodologies implemented for the « HR Excellence in Research » labelling process

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<b>Abstract</b>	This deliverable reports on the methodologies implemented for the “HR Excellence in Research” labelling process for the 3 members of EDUC not yet labelled: UNICA – UPN - UPécs
<b>Keywords</b>	Human resources strategy for researchers (HRS4R) – HR Excellence in Research



## GENERAL INTRODUCTION

### OBJECTIVES

This deliverable is part of the Task 5.1 of the WP (“HRS4R process”) of EDUC-SHARE whose the main objective is to share among the EDUC institution members the methodologies for the different phases (initial, self-assessment, external assessment) the “HR excellence in research” labelling in the framework of the Human resources strategy for researchers (HRS4R).

The Deliverable 5.1 reports the methodologies for the initial phase drafted by each of the three members of EDUC not yet labelled: UNICA, UPN and UPECS.

### METHODOLOGY

In order to produce this deliverable, a working group was set up by the task leader (UR1), made up of the HRS4R political leaders or managers from the three labelled universities - Sébastien Le Picard (UR1), Petr Pokorny (MU), Tina Urbach (UP) - as well as their counterparts in the three other institutions - Elisabetta Cagetti (UNICA), Calum Watt (UPN) and Zsolt Bedo (UPECS).

Several meetings were organised, the first of which invited an expert evaluator from the European Commission, Isabelle Halleux (ULiege, Belgium). The three labelled partners then gave feedbacks on the methodology used in their own institutions, as well as on the main milestones following the award of the label. The discussions and exchanges of good practices allowed the non-labelled universities to present a first draft of their initial phase that was first discussed at the working group level. In order to increase the efficiency of this work, it was decided to work in tandems between each working group meeting: UPECS/MU, UPN/UR1 and UNICA/UP. This way of working made it possible to speed up the production of methodologies by each institution candidates to the initial phase. The documents were first worked on in tandem and then reviewed by the other members of the working group before finalisation.

We present below the final version of the methodologies that will be implemented in UNICA, UPECS and UPN respectively, with the objective to have their HRS4R letter of commitment endorsed and sent to the European Commission before the end of the EDUC-SHARE project.



# University of Cagliari report on the methodology implemented for the labeling process

## INTRODUCTION

The purpose of this document is to describe the procedure carried out by the University of Cagliari in order to put the basis for the implementation of the Human Resources Strategy for Researchers (HRS4R), building up an internal organisational structure, based on an inclusive, participatory, bottom-up approach as described in the WP 5 of EDUC-SHARE Project.

The internal organisational structure, as described below, will oversee drafting the dossier for the application to the HR Excellence in Research award.

The document outlines a general background of the University of Cagliari structure, a description of the methodology used and the initial meetings held to involve researchers, governing bodies and management structures, actors of the HRS4R process and a preliminary SWOT analysis that could be the starting point for the drafting of the GAP analysis and action plan.

## UNIVERSITY OF CAGLIARI (UniCa): brief description

The University of Cagliari, established in 1620 is currently organised in 15 Departments, 6 Faculties, 10 Service Centres and 10 administrative divisions and is characterised by a multidisciplinary approach in teaching and research (Figure 1).

Unica's staff consists of 1878 people, of which 50.4% are women, divided between academic staff (971 people) and administrative staff (907 people) (data collected on 21<sup>st</sup> December 2021).

The academic staff consists of 206 full professors, 413 associate professors, 340 assistant professors (different positions, tenure track and not at different career stages) and 12 foreign language collaborators.

UniCa offers 83 degrees, including bachelors and masters, and 16 PhD programmes, of which 14 are internationalised by formal agreements with foreign universities. In the 2020/2021 academic year 25,490 students were enrolled at different degrees programmes, 59.1% of whom were women, and there were 291 PhD students (48 foreign).

Figure 1 presents a scheme of the organisational structure at UniCa.



## Background

In July 2005, the University of Cagliari together with other Italian Universities, gathered at the Conference of Italian University Rectors (CRUI), subscribed to the commitment to embrace the values and implement the general principles declared by the European Commission Recommendation of 11 March 2005, inviting Institutions to transpose the general principles and guidelines of the European Charter for Researchers and the Code of Conduct (C&C) for their recruitment, pursuing the political objective of developing a European labour market, attractive, open and sustainable for researchers. UniCa, in fact is present in the Euraxess website list of the 1326 Organizations having endorsed the Charter & Code principles <https://euraxess.ec.europa.eu/jobs/charter-code-researchers>.

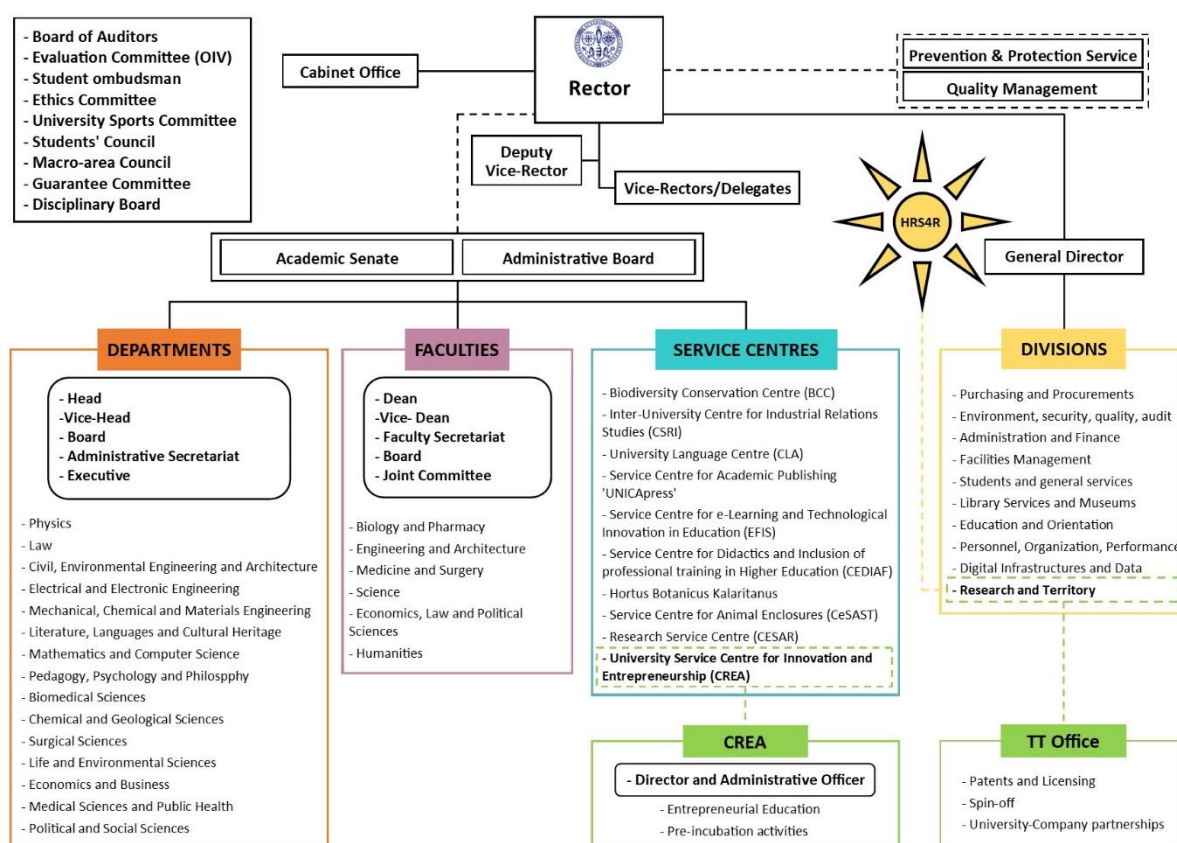


Figure 1. UniCa organisation chart

## INTERNAL ORGANISATIONAL STRUCTURE: PROCESS AND COMPOSITION

Although UniCa has not officially entered the procedure for gaining the HR Excellence label, UniCa has already included some of the C&C principles in its strategic plan and has been carrying out several initiatives aiming at enhancing the value of their researchers, pursuing the EU objectives in the framework of the HRS4R strategy (e.g.

fostering the mobility of researchers through the Visiting professor and Young Researcher Mobility programmes, the activities of UniCa Guarantee Committee and the adoption of a Gender Equality Plan), without a formal commitment to formulate and implement a comprehensive strategy for the development of the HRS4R. However, the implementation of these initiatives in the last years, and the involvement of UniCa in the EDUC Universities Alliance, has led up in a commitment to embrace the C&C principles and to **apply for the HR Award, initiating this process officially in September 2021.**

Accordingly, the 2<sup>nd</sup> of **September 2021 a first meeting** was held: representatives relevant for the HRS4R implementation at UniCa were present, such as, UniCa's Rector, Vice-Rector for International Affairs, Vice-Rector for Research, General Director, Deputy Vice-Rector, Head of Research and Territory Division and Head of Personnel, Organisation and Performance Division.

During the meeting, it was discussed the importance of:

- implementing a multi-annual procedure
- establishing an internal structure based on a bottom-up approach, involving UniCa's researchers' community through the involvement of R1 to R4 researchers, to ensure a successful HRS4R implementation.

Afterwards, on September 20<sup>th</sup>, the report on the implementation of UniCa's Human Resources Strategy for Researchers (HRS4R) and the establishment of an internal structure to manage the process was submitted to the approval of the Academic Senate. The Rector proposed to the approval of UniCa Academic Senate (which includes the Heads of the 15 Departments) of an internal structure composed of **Governing Bodies, a Steering Committee, 4 Technical Working Groups (TWG) and 4 Researchers' Focus Groups (RFG)** (Figure 2).

**The Governing Bodies**, including the Rector, the General Director, the Academic Senate and the Administrative Board, will be responsible of discussing and approving the documents requested by the EU (description process, gap analysis, OTM-R, action plan).

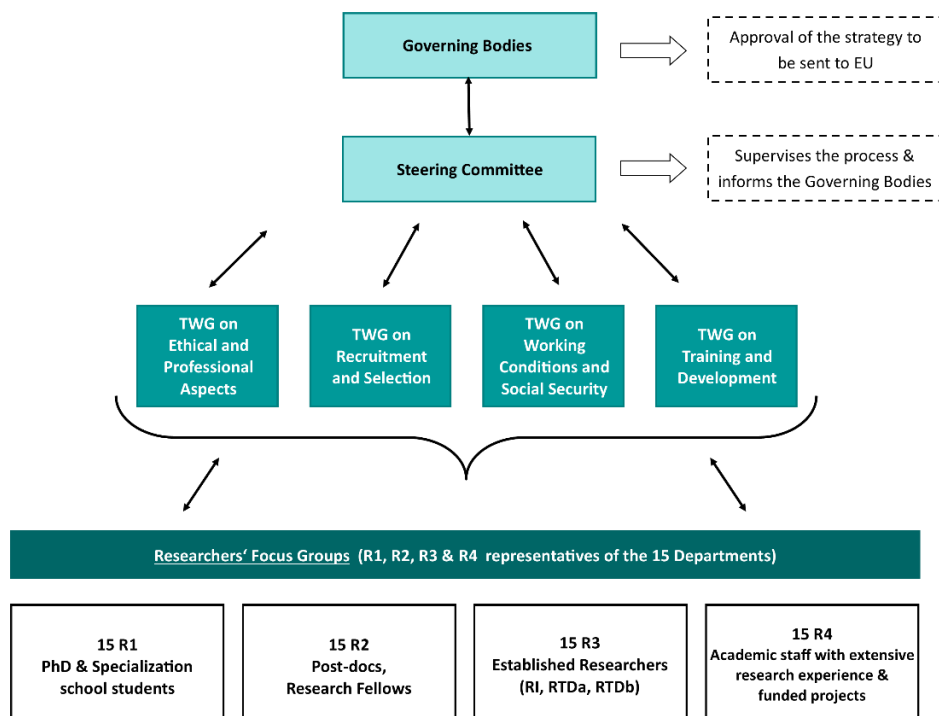
**A Steering Committee (SC)**, responsible of overseeing the HRS4R implementation process, providing guidance and informing the Governing Bodies.

**Technical Working Groups (TWGs):** 4 specific groups ('TWG on Ethical and Professional Aspects', 'TWG on Recruitment and Selection', 'TWG on Working Conditions and Social Security' and 'TWG on Training and Development'), appointed based on the four macro-areas covering the 40 principles of C&C.

**Researchers' Focus Groups (RFGs):** the Rector asked the Heads of the 15 Departments to appoint, within each departmental structure, 4 representatives of the four career stages of researchers (R1-R4), who would constitute the RFG. Each of



these groups would be composed of 15 researchers at the same level of career development, representing the research areas covered by the Departments.



**Figure 2.** UniCa's internal structure for the implementation of the Human Resources Strategy for Researchers (HRS4R)

In September 2021, the Academic Senate approved:

- the launch of the implementation of UniCa's HRS4R;
- the proposed organisational structure and the composition of the Steering Committee.

The Academic Senate mandated the Rector to define, on the proposal of the Steering Committee, the composition of the four Technical Working Groups and adjust the proposed structure if, during the implementation, the involvement of new figures or additional parties interested in the development of the process were required. These resolutions were also ratified by the Administrative Board.

At the end of **October 2021**, the members of the Steering Committee were officially appointed via a Rector's letter by which they were also informed about their first tasks to propose the composition of the four Technical Working Groups.

The SC appointed members (14 people; 9 males and 5 females) are as reported in table 1:

- Table 1: Composition of the Steering Committee @UniCa

NAME	Role and career stage
Francesco Mola	Rector- Full professor (R4)
Gianni Fenu	Deputy Rector- Full professor (R4)
Luciano Colombo	Vice-Rector for Research – Full professor (R4)
Alessandra Carucci	Vice-Rector for International Affairs - Full professor (R4)
Luigi Raffo	Rector's Delegate for International Research Projects - Full professor (R4)
Donatella Rita Petretto	Rector's delegate for Inclusion and Disabilities - Associate professor (R4)
Aldo Urru	General Director - Manager
Ester Cois	President of the Guarantee Committee -Assistant professor (R3)
Elio Usai	Rector's Delegate for Quality of procedures and services- Full professor (R4)
Guido Ennas	Coordinator of the University Quality Assurance Presidium - Associate professor (R4)
Giuseppe Sergioli	Coordinator of the Doctoral Advisory Council - Associate professor (R4)
Elisabetta Loffredo	Coordinator of the University Assessment Unit (OI-) - Full professor (R4)
Fabrizio Cherchi	Head of the Personnel, Organization and Performance Division – Manager
Gaetano Melis	Head of the Research and Territory Division – Manager
Elisabetta Cagetti	Administrative staff Responsible for the management of the HRS4R procedure in UniCa - Officer

### Researchers focus groups (rfgS): appointment process and composition

In **October 2021**, the Rector invited the Heads of the 15 Departments in UniCa, to appoint four researchers within their departments, representative of the 4 career stages (R1-R4), that would constitute the Researchers' Focus Groups.

In **November 2021**, the Heads of each Department communicated the names of the selected researchers to the dedicated email address [HRS4Rstrategy@unica.it](mailto:HRS4Rstrategy@unica.it) and afterwards the Vice-Rector for International Affairs, Prof. Alessandra Carucci officially informed the 4 Researchers Focus Groups (R1, R2, R3 and R4), about the composition of their respective groups.

Additionally, researchers received information about the HRS4R, the principles of the C&C and the procedure for the HRS4R implementation at UniCa.

Each RFG (R1-R4) was invited to a specific meeting held though Microsoft Teams, at the **beginning of December (1-6 December)**, where the administrative staff responsible for the management of the HRS4R procedure in UniCa Elisabetta Cagetti and Prof. Alessandra Carucci, presented to each focus group the HRS4R strategy, the C&C principles, the bottom-up structure defined in UniCa for the HRS4R implementation, the importance of their participation for the success of the process,



the procedure to apply for the HR Excellence Award and the documents that will be drafted by the TWGs.

After the meetings, the R1-R4 Researchers selected their group coordinator and their representatives in each of the TWGs and informed the administrative officer.

Researchers' focus group R1: PhD and/or specialisation school students or residents:

Departments	First name	Last name	Position
Physics	Mauro	Oi	PhD student
Law	Paola	Galatà	PhD student
Civil-Environmental Engineering and Architecture	Alice	Agus	PhD student
Electrical and Electronic Engineering	Lucia	Pintor	PhD student
Mechanical, Chemical and Materials Engineering	Mauro	Carta	PhD student
Philological and Literary, Historical and Cultural Studies	Ivana	Ledda	PhD student
Mathematics and Computer Science	Manolo	Manca	PhD student
Pedagogy, Psychology and Philosophy	Daniela	Fadda	PhD student
Biomedical Sciences	Irene	Fallo	Resident
Chemical and Geological Sciences	Chiara	Porru	PhD student
Surgical Sciences	Cinzia	Casu	PhD student
Life and Environmental Sciences	Claudia	Dessi	Resident
Economics and Business	Oumaima	Lahmar	PhD student
Medical Sciences and Public Health	Pietro	Ennas	Resident
Political and Social Sciences	No PhD or specialisation school students		

Researchers' focus group R2: post-docs, research fellows:

Departments	First name	Last name	Position
Physics	Valerio	Sarritzu	Post-doc fellow
Law	Olimpia	Loddo	Post-doc fellow
Civil-Environmental Engineering and Architectural	Sergio	Serra	Post-doc fellow
Electrical and Electronic Engineering	Rita	Delussu	Post-doc fellow
Mechanical, Chemical and Materials Engineering	Fabio	Fanari	Post-doc fellow
Literature, Languages and Cultural Heritage	Mattia	Cinquegrani	Post-doc fellow
Mathematics and Computer Science	Benedetto	Manca	Post-doc fellow





Pedagogy, Psychology and Philosophy	Valeria	Melis	Post-doc fellow
Biomedical Sciences	Marcello	Serra	Post-doc fellow
Chemical and Geological Sciences	Pierandrea	Marras	Post-doc fellow
Surgical Sciences	GianLuigi	Canu	Post-doc fellow
Life and Environmental Sciences	Simone	Serrao	Post-doc fellow
Economics and Business	Marco	Desogus	Post-doc fellow
Medical Sciences and Public Health	Alberto	Chighine	Post-doc fellow
Political and Social Sciences	Cristian	Usala	Post-doc fellow

**Researchers' focus group R3: assistant professors (RI, RTd-A, RTd-B)\*:**

Departments	First name	Last name	Position
Physics	Giuseppe	Muscas	Assistant professor td-A
Law	Marcella	Martis	Assistant professor tl
Civil-Environmental Engineering and Architectural	Flavio	Stochino	Assistant professor td-B
Electrical and Electronic Engineering	Fabio	Pisano	Assistant professor td-B
Mechanical, Chemical and Materials Engineering	Mario	Petrollese	Assistant professor td-B
Literature, Languages and Cultural Heritage	Simone	Ciccolone	Assistant professor td-B
Mathematics and Computer Science	Alessandro	Buccini	Assistant professor td-B
Pedagogy, Psychology and Philosophy	Pietro	Salis	Assistant professor td-B
Biomedical Sciences	Sarah	Vascellari	Assistant professor td-A
Chemical and Geological Sciences	Claudia	Fattuoni	Assistant professor tl
Surgical Sciences	Giuseppe	Marongiu	Assistant professor td-B
Life and Environmental Sciences	Dario	Piano	Assistant professor td-B
Economics and Business	Federica	Caboni	Assistant professor td-A



Medical Sciences and Public Health	Federica	Sancassian i	Assistant professor td- B
Political and Social Sciences	Stefano	Rombi	Assistant professor td- B

\*RI permanent position, RTd-A temporary position, RTd-B, tenure track position;

Researchers' focus group R4: academic staff with extensive research experience and funded projects:

Departments	First name	Last name	Position
Physics	Giulia	Manca	Associate professor
Law	Valentina	Corona	Associate professor
Civil-Environmental Engineering and Architecture	Anna Maria	Colavitti	Associate professor
Electrical and Electronic Engineering	Paolo Attilio	Pegoraro	Associate professor
Mechanical, Chemical and Materials Engineering	Michele	Mascia	Associate professor
Literature, Languages and Cultural Heritage	Ignazio	Macchiarell a	Full professor
Mathematics and Computer Science	Salvatore	Carta	Full professor
Pedagogy, Psychology and Philosophy	Ferdinando	Fornara	Full professor
Biomedical Sciences	Nicola	Simola	Associate professor
Chemical and Geological Sciences	Maria Laura	Mercuri	Associate professor
Surgical Sciences	Vassilios	Fanos	Full professor
Life and Environmental Sciences	Anna Maria	Fadda	Full professor
Economics and Business	Stefano	Usai	Full professor
Medical Sciences and Public Health	Antonio	Crisafulli	Associate professor
Political and Social Sciences	Giuliana	Mandich	Full professor

### Technical working groups composition

On 9 December 2021 the settlement meeting of the Steering Committee for UniCa's HRS4R implementation was held. The Steering Committee presented, for approval, the **composition of the 4 technical working groups (TWGs)**:

- **TWG on Ethical and Professional Aspects** (12 members; 1 R1, 1 R2, 1 R3, 6 R4; 3 males and 7 females)

Elisabetta Gola	Vice-Rector for Institutional communication and Image - Full professor (R4)
Barbara Barbieri	Representative of SUPERA project in EDUC-SHARE - Associate professor (R4)
Marina Quartu	UniCa expert on open science in Educ-SHARE project - Full professor (R4)



Maria Giovanna Falzone	Representative of UniCa Ethic Committee or delegate
Gaetano Melis or his delegate, manager	UniCa Manager for the prevention of corruption and transparency - Manager
Donatella Petretto	Rector's delegate for Inclusion and Disabilities - Associate professor (R4)
Gianmario Demuro	UNICA Representative in SAR (Scientist at Risk Organizations) - Full professor (R4)
Giovanni Marini	Administrative staff of UniCa Legal Office
Ivana Ledda	Focus Group Researchers R1 Representative - PhD student, Philological and Literary, Historical and Cultural Studies PhD programme
Olimpia Loddo	Focus Group Researchers R2 Representative –Post-doc, Law Dept
Alessandro Buccini	Focus Group Researchers R3 Representative - Assistant professor (RTd-A), Mathematics and Computer Science Dept.
Anna Maria Colavitti	Focus Group Researchers R4 Representative - Full professor Civil-Environmental Engineering and Architecture Dept.

- TWG on Recruitment and Selection procedures (11 members; 1 R1, 1 R2, 1 R3, 5R4; 7 males and 4 females)

Fabrizio Cherchi;	Head of the Staff, Organization, Performance Division - Manager
Luciano Colombo	Vice-Rector for Research – Full professor (R4)
Alessandra Carucci	Vice-Rector for International Affairs - Full professor (R4)
Giacomo Fallo	Administrative Staff expert of recruitment procedures – Officer
Elisabetta Loffredo	Coordinator of UniCa Assessment Unit - Full professor (R4)
Gaetano Melis manager or his delegate	UniCa Manager for the prevention of corruption and transparency - Manager
Alessandro Spano	Expert in Business Economics of public sector - Full professor (R4)
Daniela Fadda	Focus Group Researchers R1 Representative - PhD student, Philosophy, Epistemology, Human Sciences, PhD programme
Sergio Serra	Focus Group Researchers R2 Representative Post-doc Researcher, Civil-Environmental Engineering and Architecture Dept.
Flavio Stochino	Focus Group Researchers R3 Representative - Assistant professor (Rtd-B) Civil-Environmental Engineering and Architecture Dept.
Maria Laura Mercuri	Focus Group Researchers R4 Representative - Full professor Chemical and Geological Science Dept.

- TWG on Working Conditions and Social Security (12 members; 1 R1, 1 R2, 2 R3, 5 R4; 4 males and 8 females)

Ester Cois	Rector's Delegate for Gender Equality policies and UNICA Guarantee Committee President - Assistant professor (R3)
Fabrizio Cherchi	Head or delegate of the Staff, Organization, Performance Division, Manager



Fabrizio Pilo	Vice-Rector for Territory and Innovation - Full professor (R4)
Carlo Cadeddu	Head or delegate of the Financial and Administrative Division, Manager
Ilenia Ruggiu	Vice-Rector for Management of Administrative Procedures - Full professor (R4)
Alessandra Fanni	President of Disciplinary Board, - Full professor (R4)
Marcella Vargiu	Head of Prevention and Protection Service - Manager
Piera Loi	Expert in Labour Law - Full professor (R4)
Alice Agus	Focus Group Researchers R1 Representative - in Civil Engineering and Architecture PhD programme programme
Valeria Melis	Focus Group Researchers R2 Representative - Post-doc Researcher, Pedagogy, Psychology, Philosophy Dept.
Claudia Fattuoni	Focus Group Researchers R3 Representative - Assistant professor Rtl, Chemical and Geological Science Dept.
Michele Mascia	Focus Group Researchers R4 Representative - Associate professor, Mechanical, Chemical and Materials Engineering Dept.

- TWG on Training and Career Development (11 members; 1 R1, 1 R2, 2 R3, 4R4; 5 males and 6 females)

Teresa Pilichi	Administrative staff for training programmes, Staff, Organization, Performance Division - Officer
Gaetano Melis	Head or delegate of the Research and Territory Division - Manager
Giuseppe Sergioli	Coordinator of the Doctoral Advisory Council – Full professor (R4)
Valentina Onnis	Vice-Rector for Orientation and Alumni - Full professor (R4)
Elio Usai	Rector's Delegate for Quality of procedures and services – Full professor (R4)
Michela Loi	Expert of Company Organizations - Assistant professor (R3)
Giuseppe Manca	Administrative Staff for specialization school and residency - Officer
Lucia Pintor	Focus Group Researchers R1 Representative, PhD student, Electronic and Computer Engineering programme
Fabio Fanari	Focus Group Researchers R2 Representative Post-doc Researcher, Mechanical, Chemical and Materials Engineering Dept.
Federica Caboni	Focus Group Researchers R3 Representative - Assistant professor (Rtd-A), Economics and Business Dept.
Giuliana Mandich	Focus Group Researchers R4 Representative full professor Social and Political Science Dept.

With the approval by the Governing Bodies, the constitution of UniCa's internal structure for the implementation for the HRS4R has been completed.

Once that UniCa's internal structure has been defined and approved, the kick-off meeting of the TWGs will be held within March2022. TWGs will be in charge of



producing the majority of the documents needed to apply for the HR Award, such as the Gap Analysis, the Action Plan and the OTM-R Checklist, while the Research and Territory Division, responsible for the HRS4R administrative procedure, will work on the process description document and fill in the HR Award application on Euraxess e-tool. In order to provide enough time to the TWGs for the initial assessment and the development of the different documents, it is expected that the endorsement letter will be submitted in April 2022, and thus, the application for the HR Award will take place within April 2023.

A team dedicated to the UniCa HRS4R strategy implementation has been created in Office Microsoft Teams, with specific channels, to organize meetings with the respective groups and to share easily documents and bibliographic resources.

The Office Responsible for the management of the HRS4R procedure is also working on the setting-up of Unica's webpages dedicated to the implementation of the strategy to give evidence of the procedures to internal and external stakeholders and to all researchers.

UniCa is planning to invite HRS4R experts in order to increase the awareness of the strategy inside the Institution but also making the event accessible to externals.

## WORKING ON GAP ANALYSIS/FIRST STEPS FOR THE GAP ANALYSIS

In order to draft the Gap Analysis, TWGs will identify the priorities of C&C principles in each specific macro-area and proceed with an internal analysis of the degree of implementation of those principles in UniCa. Based on this analysis, TWGs will elaborate a strategy specifying the actions needed for filling the gap and fully implement the C&C principles. TWGs will work closely with the Researchers' Focus Groups and the Steering Committee sharing the analysis and the proposed actions and evaluating their comments and suggestions while drafting the final strategy.

Additionally, meetings with a larger number of researchers and/or external stakeholders (e.g., related research institutes, other universities, local authorities and companies, etc.) may be organised if deemed necessary.

In order to structure a Gap Analysis coherent and complete we have carried out a preliminary SWOT analysis, which could be the basis for TWGs work. The SWOT is reported below in Table 1.



**Table 1.** UniCa's SWOT analysis

Strengths	Weaknesses	Opportunities	Threats
HRS4R allows Universities to go through a self-evaluation process for several years	Lack of criteria related to the HRS4R in the internal policies and regulations for distribution of resources, recruitments, career prospective	CESAR research infrastructure: need of a strategic communication plan of the services available for researchers and externals. Improvement of the website to promote engagement of users, online reservation of services	Limitations on recruitment possibilities linked to turnover
Sardinian life-quality is very high compared to other Countries; work-life balance easy to achieve	Low presence of academic staff and administrative staff from foreign universities fluent in English	Sardinia is located in the center of Mediterranean basin: opportunities for collaborations	Constraints from national rules on recruitment and salaries
Most UNICA PhD programmes are internationalised and attractive to potential foreign PhD candidates. One fellowship is reserved for international candidates	The complexity and rigidity of the decision-making and operational processes, mainly due to the Italian laws and bureaucracy that govern the public sector, without considering the specificity of universities and of their international competitive dynamics	Involvement of UniCa in the EDUC alliance	Limited resources available for the full application of the HRS4R strategy; lack of involvement and awareness of the University Departments and administrative staff make these policies difficult to implement
UNICA already adopted its GEP in 2020. Some of the internal regulations for recruitment already take into consideration and respect gender equality policies	Lack of interdisciplinarity across scientific areas, lack of internal interactions of research fields	Guidance by Universities of the alliance that are already granted with the award	Resistance to modify internal procedures
Regional funds for specific internationalisation initiatives (i.e., mobility programmes for researchers)	Language skills and services for internationalisation. There is an increasing need to invest in the language skills of UniCa's human resources		Recognition of merit: i.e., criteria for selection enhancing mobility experiences, etc.
Good services for the promotion of publications (open access) and journals availability; University press supports publications in open access	Geographical limitation for interactions with other national research centres/Universities and enterprises, limited networking with other Universities on the territory		Lack of an Open Science strategy

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CREA, University Service Center for Innovation and Entrepreneurship, supports the development of innovative, entrepreneurial projects; promotes the culture of innovation, interdisciplinarity and the dissemination of new learning models

Uneven participation in research networks/platforms and limited experience in the coordination of large projects

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Facility to welcome researchers has been set up

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## INSIGHTS/CONCLUSIONS

Although UniCa has not previously applied for the HR Excellence Award, it has already anticipated in its strategic institutional plan several objectives in line with the process of implementation of C&C principles. The most relevant ones refer to actions strengthening **mobility and training of researchers** by:

- Support of incoming and outgoing researchers at different stages of their careers (R2-R4) through two main programmes funded by the Sardinian Regional Government: Young Researcher Mobility programme (outgoing mobility; minimum 30 days, up to 6 months) and the Visiting Professors/Scientists programme (incoming mobility for EU and extra EU researchers to visit UniCa for teaching and research; short or long visits)
- Promote the mobility of First stage researchers (R1), through (i) internal regulations setting a minimum of 6 months research period abroad for PhD students, (ii) reserved PhD fellowships for candidates with a foreign degree, (iii) joint PhD programmes (promotion of inter-university agreements with foreign universities for the joint/double PhD degree award), and (iv) awarding the Doctor Europaeus (DE) additional certificate, established by the Confederation of European Union Rector's Conferences
- Development of training initiatives aimed at acquiring and developing soft skills and targeting PhD students and young researchers (courses focused on foreign languages, intellectual property management, entrepreneurship and bibliographic resources, implementation of GEP strategy) and university staff (courses focused on effective communication strategies, foreign languages, conflict management, problem solving and well-being and gender issues, GEP strategy)
- *Discentia* project, which consists in a series of training courses for newly hired and experienced researchers about teaching methodologies, online teaching techniques, tutoring and mentoring and sharing of good practices.

Regarding the **recruitment process**, UniCa has also introduced several improvements to ensure a more transparent procedure, such as:

- the posting of all the calls for researchers' positions on UniCa's website and some also on Euraxess;
- the publication of the internal rules (recruitment information and evaluation committees' appointment) and the selection criteria, although only in Italian, and informing the candidates about the results of the selection procedure and the appealing period;
- annual PhD calls are published in English on the Euraxess portal;





- through the measure of “Direct Calls” (Chiamate dirette) the Italian Ministry of Universities and Research (MUR) provides opportunities to fund permanent academic positions to researchers who have been working abroad for at least three years in an equivalent position to the one they apply for at UniCa. The program applies also to recipients of European Research Council (ERC) grants (i.e., ERC grants at any level - starting or consolidator - automatically fulfill the requirements of the program).

Finally, also several good practices in the field of **working environment and conditions** can be highlighted:

- Establishment of UniCa’s **Guarantee Committee** (CUG): this governing body develops and carries out actions to promote equal opportunities, well-being in the workplace and non-discrimination. Every three years CUG submits to the approval of the Academic Senate the document “Positive Action Plan”, to promote the equality of treatment at work and the culture of equal opportunities. This plan includes a series of initiatives for the promotion of occupational well-being and a better work-life balance for all the members of the University community;
- Opening of a nursery in 2021 to facilitate the conciliation of family and working life;
- Adoption of UniCa’s Gender Equality Plan (GEP) in 2020, resulting from the participatory approach of academic stakeholders (administrative, technical, teaching and research staff and students) and addressing four key areas: (i) recruitment, career progressions and family-work balance policies (ii) leadership and decision-making (iii) integrating gender in research and education content and (iv) gender biases and stereotypes.



# University of Pécs report on the methodology implemented for the labelling process

## INTRODUCTION

This document is to describe the methodology used by the University of Pécs (hereafter - UPécs) to achieve the qualifications of the European Commission that focuses on the standardization of human resources acquisition and management of researchers across universities in the European Union. The university of Pécs being one of the top universities in Hungary focuses on the conduct of high impact research along with education, innovation, and service provision for industry, for the government and for nonprofit organizations. Consequently, the systematic acquisition and management of human resources, represented by the HRS4R standard is vital for the institution to be put in place. The institution is highly dedicated to improving its practices in this domain both in the local and in the international market as well. The institution is putting increasing emphasis on the development of human capacity, which enables the institution to be part of the national innovation ecosystem. This objective requires a different approach to human resource acquisition, management, and performance assessment. The institution is positive that by receiving the labeled status in HRS4R standard system will help the institution to reach this objective more efficiently.

## CORE VALUES AND OBJECTIVE OF THE UNIVERSITY OF PÉCS

The University of Pécs, the oldest university in Hungary, was founded in 1367. With its 10 faculties and 20,000 students, it is one of the largest institutions of higher education in Hungary. Besides being the oldest university in the country, the University of Pécs, as well as many of our faculties and study programs, take leading positions in highly recognized international rankings.

The University of Pécs is a popular destination for international students because of the secure environment, high quality of teaching, and the huge international student community. We host more than 4,500 international students from over 100 countries.

UPécs's core values are "tradition and innovation". The institution is striving towards promoting the capacity building of Hungary and the European Union in the fields of research, academics, arts and health care. The University intends to play a key role in its region in terms of intellectual output, the well-being of citizens and economic development.

The UPécs is committed to establishing an environment, where all forms of outside the box thinking and creativity may thrive on a wide scale of basic and applied sciences and arts. The institution's priority is to strengthen university-centered innovation and research to improve the quality of life of internal and external citizens.

## ORGANIZATIONAL BACKGROUND



In the year of 2021 the legislation on higher education industry changed that has affected the governance structure of higher education institutions in Hungary. The ministry, which has governed institutions prior to 2021 shifted the execution of ownership rights to public foundations from the ministry. These newly established public foundations from that point on exercise direct ownership and control rights over universities assigned to these public foundations. The public foundations or lead by board of trustees that consist of five individuals for each foundation. The board of trustees consist of policy decision makers, private sector representatives, and representatives of the academic sphere. The role of the board of trustees is to set strategic objectives for the university under their control and to exercise control over the management of the institutions. The extent of organizational change at the universities in Hungary as the result of this significant shift in governance has been diverse. Some universities altered their organizational settings in order to be able to meet the new strategic objectives set by the board of trustees, while some institutions remained with the organizational structure and decision-making processes that were put in place prior to the change in legislation.

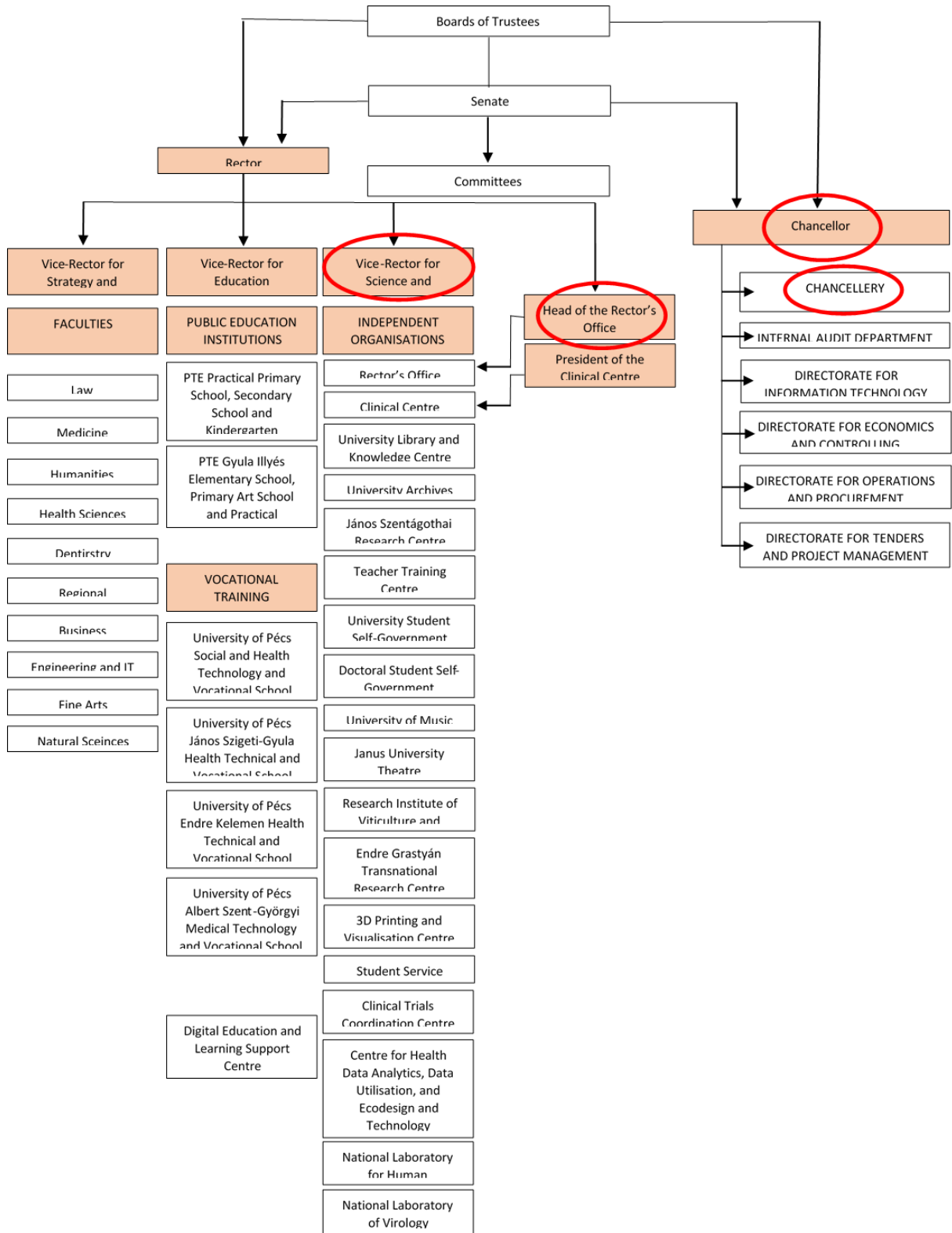
The University of Pécs went through this significant change in the summer of 2021. The newly appointed board of trustees during the fall of 2021 started to redesign the system of the strategic objectives of the university which influenced the management structure and also the decision-making process of the institution. Consequently, all functional areas of the university of Pécs have been affected including human resource acquisition and management.

While the change in governance structure started in the summer of 2021 the University of Pécs is still in the process of transformation as of the spring of 2022. The main reason of the long process of transforming the institution is due to the change in leadership of the university as the result of the periodic election process for the Rector's position. According to the rules and regulations of the institution director is elected by the Senate of the university in a period of five years. This election process started in the beginning of the year 2022 and ended late may of the same year.

Besides the new governance structure and the change in leadership the new funding scheme has forced the University of Pécs to dedicate significant resources to the readjustment of internal decision-making processes. As a result of this uncertainty and dynamically changing organizational and legislative background the preparation for the application process of the HRS4R standard was underprioritized by high level decision makers. As a result, the methodology is highly tentative and is subject to change depending on the new leadership and on the newly emerging organizational structure and strategic objectives.

Preparation for the application process for the HRS4R qualification was led and coordinated by the Chancellor's office, by the head of the unite of Human Resources (see Figure 1.).





**Figure 1: Organizational structure of the University of Pécs**



## SCHEDULING AND PHASES

### 1. *Pre-planning phase – 2021.08-12.:*

In the pre planning phase a series of meetings took place coordinated by the international directorate under director's office. The director of international affairs fell alongside with the project leader of EDUC-Share informed the high-level management of the University of Pécs. according to the organizational and decision-making structure of the institution the vice rector responsible for science and the chancellor were directly involved in the preparation of the project working group and structure. In the organizational setting of the institution the chancellor is responsible for providing administrative support for any content (research and education) related activity, which considers the execution of the institutional strategy. In this case research along with the human resource capacity that is responsible for the conduct of high-quality research the vice rector for science is the responsible leader.

During these pre planning meetings the framework of the qualification standard was discussed in detail, along with the operational tasks that had to be done in conjunction with the new strategic objectives of the institution and new governance structure.

In the second half of the pre planning phase relevant information was communicated to the faculties of the university through the representatives of the chancellor's office, specifically to the leadership of the different faculties. As current practice of human resource acquisition and management is semi centralized multiple discussions had to take place to make sure that faculty management (deans) understand the importance of the qualification process and internalizes its benefits.

### 2. *Planning phase – 2022.01.05.*

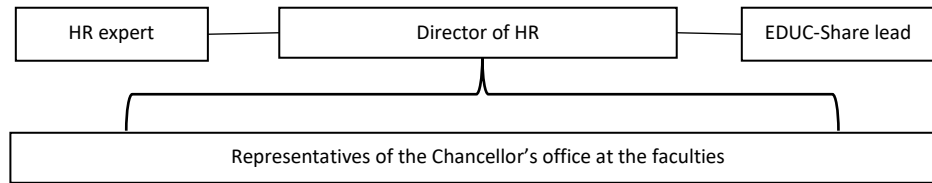
After aligning strategic framework of the institution with the standards of the qualification a task force was established (see Figure 2.) that was responsible for designing the working group (hereafter - WG) structure that will be responsible for the preparation phase. The working group responsible for planning designed the WG structure along the priorities of the qualification, namely

- ethics
- recruitment and selection
- environment and social conditions
- training and human resource development.

To keep high-level decision makers close to the operational execution a steering committee was proposed that will oversee the work of the working groups.



Figure 2: Working group structure in the planning phase



### 3. Preparatory phase - HRS4R unit, 2022.09-

In the preparation phase the process is going to be overseen and controlled by the steering committee which consists of the leadership of the university. The coordinating body will operationalize the strategic guidelines set up by the steering committee. Four working groups will be established that will focus on the priority areas of the qualification system that can be seen in figure 3. These working groups will consist of priority area expert, representatives of the Chancellor's and Rector's office and a secretary.

Focus groups will take the role to validate the development process as it proceeds, to make sure that any early-stage misalignment of the needs of the focus groups are eliminated.

The representative groups of the faculties will serve as a control for the process not to result in a structure and process that is not suitable to any of the faculties of the university. These faculty groups will consist of the vice-deans of each faculty, the representative of the Chancellor's office and administrative personnel.

The final objective of this phase is to prepare the

- Gap analysis
- OTM-R Checklist
- design the initial action plan.

Within the initial action plan the university strives to focus on the following areas:

- Promotion of the Equal Opportunities Plan
- Creating a quality research and research training environment
- Strive to ensure working conditions that allow women and men researchers to combine family, work, children, and career
- Providing appropriate working conditions for researchers with disabilities
- Development of a career development strategy /focus on professional and personal development, mentoring program/mobility
- Development of a research career path

- Development of a UPecs performance assessment system: measurement of professional performance through objective performance indicators (KPIs), competence assessments
- Development of orientation of researchers through continuous trainings of business, communication, sales and management skills
- Promoting HRS4R events among stakeholders
- Striving for a gender balance.

The submission of the “Endorsement letter” is to be scheduled in a later stage.

Figure 3: HRS4R unit of the University of Pécs

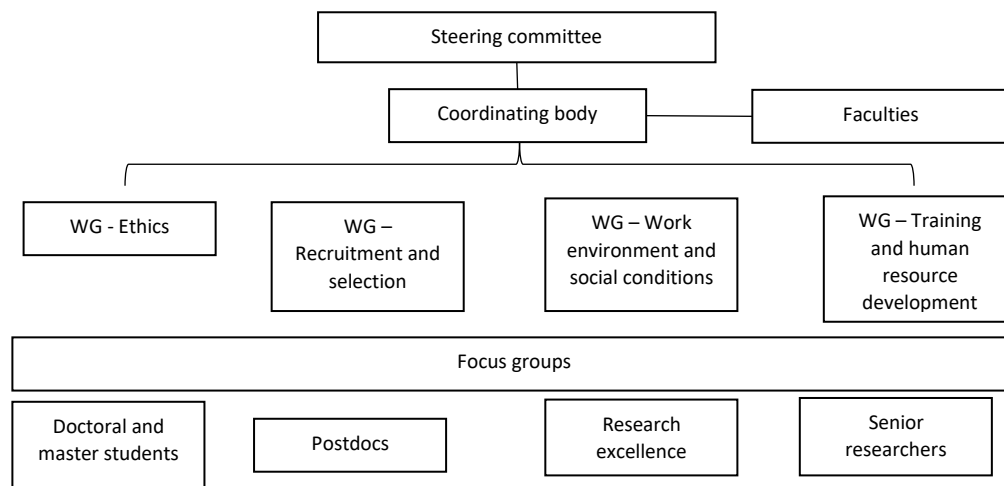


Table 1: Committee/WG structures and representatives

Steering Committee	Vide rector strategy
	Vice rector for research
	Chancellor
	Invited: Representative of the Board of trustees
Coordinating body	Director of HR
	HRS4R expert
	Director of International Affairs
	EDUC Share lead
WGs	Area expert
	Representative expert of the Chancellor's office
	Representing expert of the Rector's office
	Secretary
Focus groups	5 people groups representing the focus group

## DIGITAL RESOURCES AND SOURCES OF INFORMATION

Work in the pre planning and planning stage was executed via MS Teams in Groups specifically created for the HRS4R initiative. A “Documentation center” was established within the Group, share point storage was used. Online and offline meetings took place regularly. Rules and regulations of the UPécs relevant from the perspective of the HRS4R was collected from the below sources along with all the documentations and requirement of the qualification.

Rules and regulations:

[https://adminisztracio.pte.hu/adminisztracio/szabalyzatok\\_utasitasok/szervezeti\\_es\\_mukodesi\\_szabalyzat\\_es\\_mellekletek](https://adminisztracio.pte.hu/adminisztracio/szabalyzatok_utasitasok/szervezeti_es_mukodesi_szabalyzat_es_mellekletek)

HR standards, processes, and protocols of the UPécs: <https://hr.pte.hu/hu/tartalom/hr-docs>

HRS4R requirements: <https://euraxess.ec.europa.eu/jobs/hrs4r>





# University of Paris Nanterre report on the methodology implemented for the labelling process

## INTERNAL PROCESS ORGANISATION – FIRST STEPS ACHIEVED

- Constitution of a steering committee (GPS) for HRS4R at UPN (including Vice-Presidents for Research, senior management, RH for researchers, research department, etc.)
- Overall process coordinated by Vice-President for European Affairs
- First meeting of GPS on **September 24th 2021**: presented HRS4R and WP5 of EDUC-SHARE and had an initial discussion
- Discussion on HRS4R with President and his team of VPs: **12 October 2021**
- Second GPS meeting held on **17 November 2021**: discussion of methodology, including provisional validation of work groups (GTs)
- Third GPS meeting held on **22 February 2022**: validation of GTs, guidelines defined for work of GTs
- Internal informational presentations about HRS4R: Research Council (16th November 2021), College of research units (23rd November 2021), Governing Board (11th April 2022)

## DIFFICULTIES ENCOUNTERED

- € Core documents had to be translated into French
- € The VP for European Affairs coordinating the process is on maternity leave January-June 2022. The process was overseen by three other VPs (Research and RH – who are also the GT leaders). Since they are in charge of multiple other projects, the process inevitably slowed down during that period.
- € The GTs are due to start work in the autumn of 2022 – we then expect to build the Gap Analysis from the contributions delivered
- € Lack of human and financial resources, especially given various other concurrent project demands → possible need to solicit extra (local/national) funds and/or hire a dedicated project officer
- € Gap between researchers' needs and real margin of action



- € We are in contact with our partner Rennes 1 and may ask for specific advice as process goes on

## MAIN POINTS DISCUSSED AT MEETINGS SEPTEMBER-APRIL

### Opportunities presented by HRS4R

- Leverage the attractiveness of the university
- Advantage in attracting European funding
- Valorise and raise awareness of existing initiatives at UPN
- Change or introduce new initiatives → for researchers and in terms of HR protocols generally
- HRS4R is a part of the official university strategy plan for 2021-2025 (“jalón du contrat de site” 2023), which means political support is already secure

### Identification of first elements to include in GA/AP

- Research conditions and research support services, taking into account increasing organisation of research around projects calls
- Increased recognition of and communication about existing services at UPN as elements of quality
- Highlight strengths of the existing non-discrimination and gender equality plan
- Possibility to improve protocols concerning foreign researchers
- Scope for simplifying procedures surrounding research contracts
- Publish jobs at a European scale (e.g. EURAXESS)

## PROVISIONAL TIMELINE FOR NEXT STEPS

- Autumn 2022: GTs prepare propositions for Gap Analysis/Action Plan/OTM-R. EDUC-SHARE team to coordinate the GTs
- Beginning of 2023: continued work of GTs, consultation with research units; also consult researchers of different seniority by focus groups; potentially seek experts via internal call for interest; survey for PhD students
- Spring 2023: GPS prepares first version of the GA/AP: AP is discussed in



university councils.

- June 2023: validation of dossier by university councils and governing bodies; publication of AP on website; send application and letter to European Commission

## ANNEX: COMPOSITION OF THE WORKING GROUPS

### Group 1: Recruitment and non-discrimination

Led by Vice-President for Social and Human Relations and Equality Policy Officer

Group to include: HR specialists, PhDs and postdocs...

This group will also deal with the **OTM-R**.

Sub-themes and principles dealt with (in brackets):

- ❖ ***Equality and anti-discrimination plan*** (10, 27, 34)
- ❖ ***Protocols for recruitment of researchers*** (12, 13, 14, 15, 16, 17, 19, 20)

### Group 2: Work conditions of researchers

Led by Deputy Vice-President for Research and Vice-President for Social and Human Relations

Group to include: research council, data protection support, deontology officer, legal support, PhDs/postdocs, doctoral schools, health and safety committee, human resources officers...

- ❖ ***Resources and conditions for (young) researchers*** (23, 24, 25, 26, 33)
- ❖ ***Career development*** (11, 28, 30)

### Group 3: Support for researchers

Led by Vice-President for Research, Deputy Vice-President for Research and Head of Research Direction and Doctoral Schools

Group to include: research support service, research council, PhDs/postdocs, training support services, human resources...

- ❖ ***Ethical and legal aspects*** (2, 5, 7, 31, 32)



- ❖ ***Raising awareness of research structures*** (4, 21)
- ❖ ***Recognition of researchers*** (22, 35)
- ❖ ***Training of researchers and PhD supervision*** (36, 37, 38, 39, 40)

#### **Group 4: Science with and for society**

##### **Led by Vice-President for Research and Head of Research Direction and Doctoral Schools**

Group to include: research council members, open science officer, library services, communication services, university publishers, international relations service, EDUC-SHARE...

- ❖ ***Relevance of research to society*** (1, 3, 6)
- ❖ ***Public engagement and research dissemination*** (8, 9)
- ❖ ***Mobility and internationalisation*** (18, 29)

